



ASHESI UNIVERSITY COLLEGE

**EXPLORING THE WAY FORWARD FOR GHANA'S TOURISM INDUSTRY
THROUGH DOMESTIC TOURISM**

BENITA FAFA DORKENOO

2013



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THROUGH DOMESTIC TOURISM**

By

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Thesis submitted to the Department of Management and Information
Systems, Ashesi University College.

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April, 2013

Declarations page

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

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Date: 18th April, 2013.

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by Ashesi University College.

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Date: April, 2013.

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Abstract

Tourism is a major sector that is often identified by many developing countries as a priority sector for the rejuvenation of their economies. Ghana is no different and her government has invested in stimulating the industry to promote socioeconomic development. The country is a very attractive tourist destination but there is still no mass tourism. Ghana's tourism industry development indicators have doubled since the industry's inception. However when compared to other countries in Africa she is one of the lowest ranking when it comes to tourism development indicators. The question then arises, why is this the case. This study is then undertaken to explore and compare the tourism industry to that of the outside world.

Data was collected from both primary and secondary sources and the analysis was done using descriptive analysis and summary statistics. To gather data for this study, questionnaires, interviews and semi-structured discussions were conducted. In an attempt to establish the credibility of this research, literature about the industry was analyzed. It was realized that developing domestic tourism was the key way to developing the tourism industry as a whole. Other issues discovered about the industry were a lack of maintenance culture and a false sense of time poverty. Recommendations on how to improve these problems were made.

Key words: Tourism, domestic tourism, host perceptions, time poverty, maintenance culture, pro-poor tourism policy

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Chapter one:

1.1 Introduction

One very crucial promoter of tourism is peaceful co-existence. According to Ilan Gur-Ze"ev"s concept on peace education theory; "Peace is defined not only as the absence of war but the presence of justice" (Gur-Ze"ev, 2005). The Institute for economics and peace in its 2012 global peace index¹ illustrates in appendix 1, that Ghana is a very peaceful country when compared to other preferred tourist destinations in Africa. Terrorism is a global indicator which travelers use to make destination choices. Countries that are found to have a high terrorism index, experience a reduction in tourist arrivals into the country.

Subsequently, the UNWTO² report for 2012 declared that North Africa experienced negative growth of 9% following the series of unrest. Syria was the highest with a 41% decrease in tourist arrivals; Egypt suffered 32%; Tunisia suffered 31%. The Institute for economics and peace's global terrorism index (GTI)³ shown in appendix 2, displays Ghana's low terrorism rank as compared to other African tourist destinations. (UNTWO, 2012) Ghana being peaceful has made it the destination for people who want to visit Africa. The Ethical Traveler Organization⁴ in 2013, featured Ghana as

¹ The global peace index is the world's leading measure of national peacefulness.

² UNWTO is the United Nations world tourism organization.

³ The Global Terrorism Index (GTI) is the first index to systematically rank and compare 158 countries according to the impact of terrorism.

⁴ Ethical Traveler is a nonprofit organization, founded to empower travelers make safe informed choices on which places to visit.

one of the ten most ethical places to visit based on environmental protection, social welfare and human rights. (Ethical traveler, 2013).

In the early 80's the Ghana had a largely agro based economy. Though this is still the case, there has been the emergence of different sectors of the economy such as tourism that have immensely contributed to growth (FAO Corporate Document Repository, 1997). Recently there has been the sustainable development of the tourism industry and this has increased foreign exchange earnings, stabilized inflation, appreciated the cedi and increased growth, thereby contributing to reducing poverty in the country. Tourism development in Africa has been used as a means of economic regeneration in most developing countries. As a non-industrial country, tourism is one has become one of the main pillars that holds the Ghanaian economy. This sector currently contributes 6.7% to GDP⁵, 5.9% of total employment in the country and contributes about 283 million dollars to Ghana's GNP⁶ and hence is important for the socio economic development of the nation. According to current statistics, tourism is the fastest growing sector of the Ghanaian economy with growth rate of about 12.5%. It has recently degenerated from being the third foreign exchange earner to being fourth position (Bank of Ghana, 2007).

1.2 Background

The policy makers of Ghana have identified tourism as a priority sector for economic development. "In 1974 the government of Ghana, through the

⁵ GDP- Gross Domestic Product

⁶ GNP- Gross National Product

Ministry of Trade and Tourism undertook a study of the nation's tourism potential. This national strategic development plan earmarked tourism as a sector with potential for generating foreign exchange and improve the economy. To achieve these objectives, an integrated national tourism development plan was formulated to serve as a guide for the development of Ghana as a destination for special interest tourists. The objective was to identify potential tourism resources and create a development plan that will enable Ghana compete on an international scale (Ministry of tourism, 2008). The Ghana tourist board⁷ created a policy that stipulates the tenets of creating a sustainable tourism industry. According to them, "a sustainable tourism industry must have widely distributed benefits to the country and the society. It must be carefully planned in order to optimize socioeconomic benefits and minimize negative impacts. Hence, there has been the promotion of tourism and the development of historical, cultural and natural heritage sites in particular. (Ghana Tourist Board, 2007)

The arrival of tourists into Ghana has seen a steady increase since 1982. In West Africa, Ghana is the number one tourist destination. With an average of 25% of the tourists that come to the region entering Ghana. (Asiedu, 1997) The growth of tourism in the country can be attributed to the political stability and the social, economic and technological improvements that have occurred in the country. Also access to the country by air internationally as shown in appendix four, has increased significantly.

⁷ The Ghana Tourism Authority replaced the Ghana Tourist Board in 2011 as the public service agency in charge of regulating tourism in Ghana through marketing and promotion, licensing and classification of tourism facilities and services, research and development.

Developments in accommodation, restaurants, and infrastructure networks have seen significant increase since the 1980's (Asiedu, 1997). Hosting important events like the African cup of nations from 20th January to 10th February 2008, Pan African Festivals (PANAFEST) from 21st July to 3rd August, Emancipation Day Celebrations on 6th March, National Festival of Arts and Culture (NAFAC) from 13th -20th October, among others also helped to introduce the nation to the world. Ghana also holds a lot of appeal for tourists from England, Denmark, The Netherlands, Portugal and France since our history is connected to theirs through the transatlantic Slave Trade. The slave trade, though a horrific part of our history is a crucial part of the lives of generation of Africans who now live in the Diaspora. When President Barack Obama and his family visited the Cape Coast castle in July 2009, newspaper reported that the president was in tears whilst on the historic site (Daily Guide, 2009). The tours of castles and forts often hold a sense of nostalgia for such people and give them an existing experience of their motherland. Features that make Ghana a tourist destination are:

1. "Historic forts and castles (15th and 19th century); Monuments such as the castles of Cape Coast and Elmina stand as World Heritage sites designated by UNESCO;
2. Unique ecological and landscape systems featuring tropical rainforest and National Parks such as Kakum and Mole;
3. Pristine tropical beaches at the 540 km of coastline. Famous beaches including Elmina and Busua;

4. Unique cultural heritage featuring a calendar of festivals rich in ancient traditions and artisan excellence such as gold smiting, woodcarving, bead making, pottery, fabrics (Kente weaving) and fine painting;” (Ghana Tourist Board, 2007)

The safety of tourists is very important hence, travelers assess the security situations of destinations before travel decisions are made. Until now Ghana is a safe country with democratic institutions, known for its warm, friendly and hospitable people. The attractiveness of the Ghanaian tourism notwithstanding, mass tourism⁸ has still not been created.

It often appears that the tourism industry is one of the most unplanned and neglected sectors of Ghana’s economy. This is however not the case, the Government of Ghana, at different times in its history has designated committees to help improve the industry. 1970, was the first time Ghana’s tourism resources were evaluated. The Obuam Committee in collaboration with stakeholders namely the government, the Ghana tourism authority and other organizations, analyzed the industry with the purpose of identifying potential and introducing a development plan. This report highlighted the potential areas for tourism investments, tax concessions and incentives for potential investors. As a feasibility report however, it lacked the depth and comprehension associated with tourism plans. (Obuam Committee, 1972).

⁸ Mass tourism is the act of large amounts of people visiting a destination at one time

Another report was prepared by a Danish Consultancy firm, Hoff and Overgaard in 1973 through a Danish government. They gave financial and technical assistance to the government of Ghana to plan and develop a sustainable tourism industry. This 15 year tourism plan was to be implemented over the period 1975 to 1990. First, it evaluated Ghana's tourism assets and facilities. It then assessed the industry's manpower needs and requirements. Finally, it evaluated the country's physical, cultural and historical tourism resources. This study at the end recommended, among other things, the concentration of the initial tourism development efforts along the coast because the coastal region was better equipped with infrastructure than the rest of the country. It also recommended for the integration of Ghana's tourism network with those of other countries in the West African sub-region to maximize resource use and benefits. Elaborate projections on tourist arrivals and earning were provided for the envisaged planned period (Hoff and Overgaard Planning Consultants, 1974). Nonetheless, the political and economic instability that occurred during this period curtailed any attempts to implement this plan.

Apart from the assistance that came internationally, there were a number of domestic projects driven at assessing the industry. In April, 1991, the National Tourism Task Force was created with aims to review all the measures implemented under the government tourism policies of 1987. They were to prepare a tourism plan that would serve to guide the development of the industry. This three year development plan for 1993 to 1995, recommended actions in the areas such as Tourism Policy and

Administration, Product and Manpower development, Tourism financing and Tourism related Environmental issues. To further demonstrate the government's commitment to the promotion of tourism, the industry was placed under a full ministerial portfolio that is the Ministry of Tourism in 1992.

1.3 Problem statement

Tourism has been identified as an important aspect of Ghana's economy. Since 1972, the government of Ghana, through different agencies has accessed the country's tourism potential and has created many plans to develop the industry. The country is a safe with a widely practiced democracy as compared to many other countries in sub Saharan Africa. This is proven in the graph comparing Ghana to the highly recognized tourist destinations countries in the region. In spite of the nations great potential, tourism development indicators namely tourism arrivals and receipt, are reported to have grown only 20.5% over the past 40 years. (Bank of Ghana, 2007) In spite of Ghana's appeal, tourist arrivals into the country as shown in appendix 6 are less than some of these other countries in the region.

A sustainable tourist industry must be patronized by both foreigners and local people. Yet Ghana's tourism industry is mainly patronized by foreigners. The United Nations World Tourism Organization (UNWTO) reported that countries that have strong tourism industries first have to develop their domestic tourism potential and this in turn promotes the development of an overall tourism industry. For example France which

according to the UNTWO highlights⁹ 2012 was number one in terms of arrivals had 55.5% of tourism consumption being domestic as shown in appendix 7.

1.4 Research question

After addressing the identified problems, some important questions that this research seeks to answer include:

1. Is domestic tourism crucial for developing a good tourism industry?
2. Why is there poor domestic tourism in Ghana?
3. How can domestic tourism patronage in Ghana be increased?
4. How do local perceptions affect the tourism industry?

1.5 Aims and objectives

The aim of this dissertation is therefore to access the way forward in creating a better tourism industry in Ghana. In order to achieve this aim the following objectives will be addressed:

1. Establish the importance of domestic tourism in developing a flourishing tourism industry.
2. Explore the reasons for poor domestic tourism in Ghana.
3. Recommend solutions to these problems.
4. Analyze the effect of perceptions on the tourism industry.

1.6 Hypothesis

A hypothesis is an assumption about the status of events or about the relationship between variables that give an explanation and possible

⁹ UNWTO Highlights is a World Tourism Organization publication, which aims to provide an overview of international tourism trends during the year prior to its date of publication.

outcomes of the (Sarantakos, 2005). For this particular study, the hypothesis is:

Developing domestic tourism to its full capacity is the key to developing the tourism industry in Ghana.

1.7 Research method

Using both primary and secondary sources, data was collated to help analyze the industry and its trends. Primary data was collected from interviews questionnaires and discussions to establish the views of Ghanaians and foreigners about Ghana's tourism industry. Secondary data sources included economic reports on tourism that established Ghana's credibility as a tourism destination and allowed comparisons between Ghana and other African countries. Some of the reports used include the national budgets for Ghana, UNWTO highlights for 2012, Global terrorism index report and global peace index report global hotel index, Ghana in figures.

1.8 Significance of study

Since Ghana is a non industrial nation there is the need for the development of other profitable sectors of the economy such as tourism. Ghana's untapped tourism potential has also been established there is therefore the need to develop the tourism industry to its full potential in order to develop socioeconomically. Unemployment is on the rise in the country and the tourism industry employs 5.6% of the population (Bank of Ghana, 2007). When developed to maximum potential the Tourism industry will help increasing the employment statistics in the country.

1.9 Approach

As evident in the budget of 2012 there has been a decline in the growth of the hospitality sector. A hefty 11% reduction in the growth of the hotel and restaurant segment was recorded, yet this sector was surprisingly projected to grow at 13.5% (Bank of Ghana, 2007). This means that even though the tourist arrivals into the country are increasing there is a decline in the receipts per arrival which is the amount of money spent per tourist. This could be as a result of the increasing cost of living in Ghanaian cities. One might attribute this to the inability of government to implement said policies and plans of development (Asiedu, 1997). Also budgetary allocation to the Ministry of Tourism has been reduced from GH¢17,225,167 in 2011 to GH¢9,658,622 and this implies a 44% decrease of funds for the ministry in 2012.

There is also inadequate research which often produces results that cannot be confidently used in making projections for the industry stakeholders. E.g. The 15 year tourism development plan of 1975 to 1990 targeted 357,000 arrivals by 1990 but only 145,780 which is 48.84% of the estimated figure was realized at the end of the period. Also, the strategic action plan of 2003-2007 targeted one million arrivals by 2007. At the end of the period, 586,612 which is 58.66% of the estimated figure was realized. Projections for the CAN 2008, estimated the arrival of about one million arrivals into the country where highly incorrect since only 58% was realized. Some could attribute this decline to the global financial crisis experienced in the late 2000s. According to the UNWTO, the growth rate of GDP for the

travel and tourism industries slowed by 1.0% in 2008, the weakest performance since the 2001-2003 recession. Most of Ghana's tourism efforts are targeted at international arrivals and therefore she was not isolated from the effects of the crisis. Though international tourist arrivals increased by about 16% between 2007 and 2008, receipts per arrival decreased by about 12%, from about US\$2000 in 2007 to about \$1770 in 2008 (Ghana tourism Authority, 2009).

The tourist sites in Ghana are unfortunately located in some of the most deprived and under developed communities in the country. For example most of the castles and forts are located in areas that have little or no development the most prestigious castle the Elmina castle is situated in one of the most deprived parts of the central region. As evident in appendix 9a and 9b, the area surrounding the Elmina castle is poorly developed even. Notwithstanding the economic potential of the heritage monuments and the large numbers of tourists who visit Elmina and the substantial revenue gained from the castle, tourism-related employment opportunities are virtually non-existent. The living standards in Elmina are low and this is reflected in the environment. The fishing harbor is polluted, the beaches are covered with waste, the city's drainage system is poor and basic road, telecommunication and electricity infrastructure are inadequate. Opportunities for good health care and education are constrained and these impact on the living standards of the residents (Arthur & Mensah, 2006). There should be policies in place that enable local communities to benefit from revenue gained from tourism activities. Generally, pro-poor tourism

policies have been lacking and that is unfortunate for a country where tourism attractions are located in poverty-stricken communities (Bruner, 1996). One of the stakeholders in the tourism industry is the local community in which tourist sites are located. The local communities interact with tourists and therefore play a key role in creating a friendly atmosphere for tourists. Their participation makes the experience better. Therefore their perceptions and behavior affect the industry and the success of sites. For example number of visits to the north is less than the south in Ghana since the south is noted to be more stable. Inter-ethnic violence in the Northern Region between minority and majority groups has been occurring since 1981 (Jönsson, 2007).

Currently Ghana's tourism industry is largely dependent on foreign markets, mostly Western Europe and North America and this makes the country susceptible to economic and social conditions in these regions. The world's top tourist destinations like France, UK, Spain and USA have about 50- 70% of the tourist arrivals being domestic. African preferred tourist destinations such as Egypt, South Africa and Kenya have 40-70% of their tourist being domestic (UNTWO, 2012). This reiterates the fact that for any nation to have a good tourism sector they have to develop a good domestic tourism sector.

Ghana is considered an expensive tourist destination due to the high cost of hotel accommodation and air transport. For example in 2011, the average price of a room in a 4 star hotel in Ghana is \$315, in Kenya it is

\$208 while in the USA it is \$165. A graph of price in 4star hotel rooms in top tourist destinations is shown in appendix 9. The cost of air transportation to Ghana is not different. This is partly due to the high cost of doing business in Ghana. In my opinion the state of the tourism industry is due to the inability to enact plans that are developed for the country.

1.10 Outline of the dissertation

This research entails five main chapters which are outlined as follows:

1.10.1 Chapter 1 Introduction:

This chapter introduces the research by exploring a background to the research area. The research questions, aims and objectives that guide the research are outlined. The research method and significance of this study are declared while giving details about the data collection tools.

1.10.2 Chapter 2 Literature Review:

In this chapter, a review of existing literature enables the development theories on the importance of domestic tourism in developing a tourism industry. The type of tourism prevalent in Ghana is discussed as well as the importance of stake holder perceptions about the industry. The role of maintenance in developing the tourism industry is also discussed. Finally the psychological issue of time poverty is also explored.

1.10.3 Chapter 3 Methodology:

Here the research process is described. The various methods adopted for this research are mentioned. Also operational variables are defined and the relationship between them is established.

1.10.4 Chapter 4 and 5 Findings and discussions:

This section of the report analyzed people perceptions of Ghana's tourism industry. Chapter 4 contains findings on data gathered through data collection. While chapter 5 reports and discusses the findings from reviews conducted.

1.10.5 Chapter 6 Conclusions and Recommendations:

This chapter contains a brief summary of the pertinent research findings from the previous chapter to serve as a guide to draw conclusions from the research conducted. Recommendations are thereafter made to help policy makers develop the domestic tourism industry.

Chapter 2: Literature review

2.1 Introduction

This chapter begins by defining the theoretical concepts that are involved in this study. Also, the theories involved in analyzing the tourism industry are introduced and explored while establishing the relationship between them.

2.2 Definition of terms

- * **Tourism:** Tourism is travelling of persons outside their usual environment for not more than one consecutive year for recreational, leisure or business purposes (WTO, 2006).
- * **Domestic tourism:** Domestic tourism is the tourism of resident visitors within the economic territory of the country of reference (WTO, 2006).
- * **Host Perceptions:** Understanding or view of the stakeholders in particular situation or industry (Bruner, 1996).
- * **Tourism receipts:** Income from tourist activities (WTTC, 2011).
- * **Tourism arrivals:** The number of people that travel into a country for tourist activities (WTTC, 2011).
- * **Time poverty:** This is a term that defines the general sense that people do not have enough time to do what they want (University of Michigan's Survey Research center, 2006).

2.3 Importance of domestic tourism

The Ghanaian economy has benefited tremendously from the steady stream of tourists into the country. However analysts report the only about

5% of Ghana's total tourism potential has been developed (Addo, 2011). The tourism industry has evidently been handled by different committees since 1973. However in 49 years only 5% of Ghana's tourism potential has been developed. Like any other sector Ghanaians expect economic development, including employment, new sources of income, better sanitation and waste disposal, improved roads, from funds generated with tourism. The most prevalent issue with tourism in Ghana, in my opinion is the lack of a stable domestic tourism industry. According to the Ghana tourist board, domestic tourists are more demanding, especially when it comes to the quality of products and also with regard to their consumer-protection rights. Therefore, if the industry is able to satisfy domestic tourists, it becomes easier to please international tourists. Research has brought to light that the domestic tourism sector Ghana is dwindling. Often there is a lack of proper documentation at tourism sites to provide data about domestic tourists (Ghana Tourist Board, 2005). Changing this is the next step towards developing the whole industry.

2.4 Host perceptions

Any establishment has stakeholders and their opinion of the business is crucial to the success of that venture. Analyzing how perceptions of stakeholders affect the industry confirms that the views of stakeholders affect the success of the establishment. The stakeholders of a company are the ones that have the responsibility of marketing the company and its product to outsiders. An interaction between tourists visiting any site and the local community situated around the site is inevitable (Guyer & Pollard,

1997). Therefore the opinions of these people matter. "Heritage is regarded as one of the more significant and fastest growing components of tourism in many developed economies" (Bruner, 1996).

Heritage attractions are the catalyst for tourism development as it would increase the appeal and give a significant competitive advantage on the destination. This is proven since the tourists that visit Ghana have special interest in the history and culture of Ghana, which is what heritage entails. Other stakeholders are of the opinion that the development of the tourism industry leads to negative impacts like degradation of the environment, crime, alcoholism, drug use, prostitution, gambling, increase of cost of living, and changes on value systems. For example, some locals equate tourists to ruffians because of their casual dress sense and their habits like smoking in the open, which in Ghana is considered taboo.

It is recognized that tourism provides opportunities for many countries. It is also acknowledged that it may also represent different kinds of threats for residents who may dislike the unwanted attention that tourists often give to things they have not seen before. For example a tourist might find pounding of fufu¹⁰, an activity that is often performed in Ghana, interesting and might take pictures. The locals however might feel objectified and not appreciate this. One view expressed is that tourists take photographs of naked children and dirty places, and the tourists return home displaying a very negative image of the country. For example in Elmina where the Elmina castle is located, there often is a poor derogatory

¹⁰ Fufu is a meal of pounded cassava and either yam, plantain.

representation of the Elmina people. Secondly citizens have complained that those taking the photos return home and sell the photographs for a profit, yet their models do not benefit. There have been instances where tourists take pictures of fisherman changing their clothing without the consent of the people (Bruner, 1996). Though Ghana is a peaceful nation and there are not many incidents of violence against tourists, the views expressed prove the existence of tension between the local people and tourists.

Also the tourism industry in the 1980"s did not include local people in projections and decision making. In most places, Ghanaians were prohibited from entering tourist sites. The picture appendix 10 was a signpost outside the Elmina castle that warned locals about attempting to enter. Another instance is Nzulenzu a little village in the western region that is built on water. The fascinating sight of Nzulenzu often brings tourists to the village; however some of the inhabitants do not appreciate the attention (Ghana tourism Authority, 2009). Their daily lives are often interrupted by curious tourist who want to explore the village. Pictures of Nzulenzu village are illustrated in appendix 11a & b.

2.5 Pro-poor tourism policies

An article by Guyer & Pollard advises that the local community should be recognized as the main stakeholder in heritage tourism which one of Ghana's main tourism appeals. Local communities residing in the vicinity of heritage areas should increasingly be afforded the opportunity to make decisions over their own resources, livelihood infrastructure. True to the writer's opinion, Ghana is a third world country that does not give her

citizens this right. Moreover, the industry ought not to forget that these destinations are essentially these communities. Their views are rarely heard and opportunities to nurture their low budget entrepreneurial tourism businesses are frequently exploited by the bigger external investors. A larger proportion of the local population should benefit from tourism, rather than merely bearing the burden of its costs. In many third world countries, a more appropriately planned tourism development process is needed which would spread both costs and benefits more equitably as well as be more sensitive to the social and cultural impacts. (Guyer & Pollard, 1997) This would not only reduce the need for local residents to trade off their quality of life and social costs for economic growth, but would also contribute to having a more broadly based positive attitude towards tourism reasons why domestic tourism in Ghana is negligible.

2.6 Poor maintenance culture in Ghana

Maintenance culture is recognized as an important aspect organizational culture which directly leads to enhanced facility performance. It is unique to each organization and involves the development of a culture within organizations that should evolve to suite the ever changing market demands and trends. Ghana is a country that is plagued with poorly maintained assets by both the state and the general population. According to chronicle newspaper, "it is an indisputable fact that state institutions in Ghana lack proper maintenance culture and have always treated government property with careless abandon. In Ex-president Kufuor's regime, a number of cars and vehicles were imported to augment the work of the Ghana Police

Service. Today most of these cars have become ramshackle and this is just one of many examples" (The Chronicle, 2013). The beginning of maintenance culture cultivation commences with the changing of mindsets and attitudes to promote continuous knowledge and skill enhancement and performance improvement in maintenance activities. To break the indigenous patterns of inappropriate behavior and outdated beliefs and values there needs to be a cultural change. "The universal definition for maintenance is based on minimum principle of conservation and long life cycle on structure, systems and equipment" (Telang & Telang, 2010). Hence maintenance is crucial for the preservation and development of the tourism industry. Maintenance task, its goals, critical demands are conceptualized by analyzing the essentials of a task.

The objective of maintenance is seen as preserving the operational reliability and the economical value of an asset (Diaz-Cabrera, Hernandez, & Isla-Diaz, 2007). Anticipating, Reacting and Reflecting are the three critical demands of maintenance culture to be controlled in any organization. The preliminary core task model a model that illustrates this concept and is used for two purposes. First it is used as a starting point in investigating the maintenance culture of an organization. It provides a tool to focus on the functionally relevant aspects of maintenance culture. Secondly, it forms a basis for the next stage of analyzing core tasks; specifying psychological demands for maintenance working practices. The core task model Figure 1 follows the critical demands and requirements of the maintenance task.

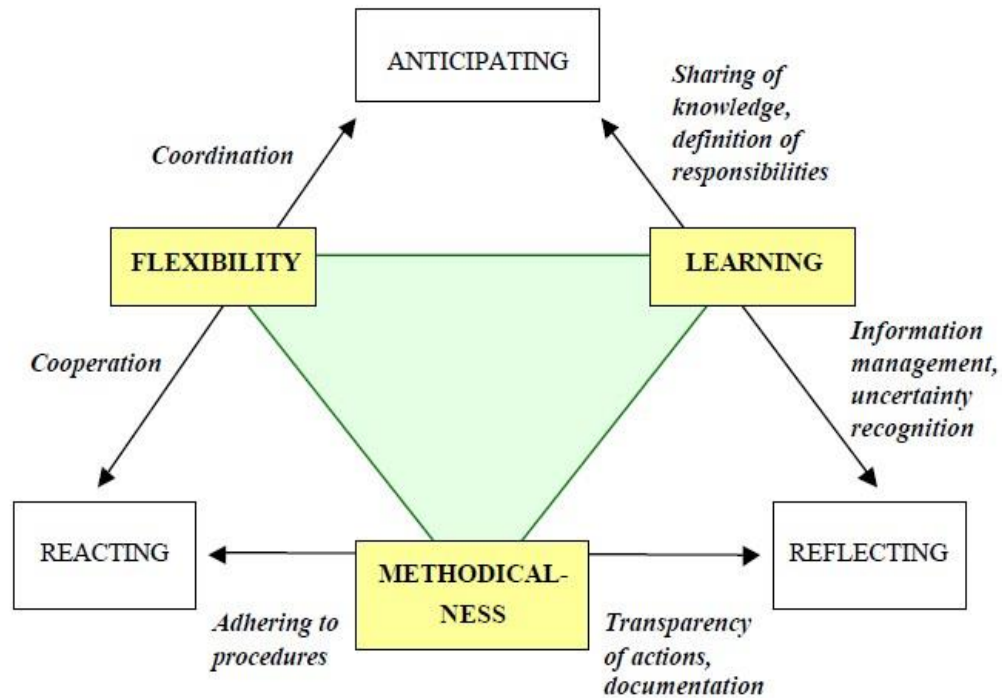


Figure 1 (Oedewald & Reiman, 2002)

Tourism plays an important role in nation-building. According to Ghana Vision 2020, heritage assets are in danger as many historic towns; buildings of historical, religious or aesthetic importance, sites of scientific interest and natural features of outstanding beauty are neither listed nor protected. Many have been damaged or destroyed instead of being safeguarded for future generations (Arthur & Mensah, 2006). Maintenance and tourism are therefore intertwined, in that a country cannot boast of legacies of heritage tourism, if there is non-existence of the culture of repair, ensuring longevity of age-long monuments and their sustenance for posterity. Since Ghana is described as having heritage tourism industry it is important to cultivate the culture of maintenance since it is a potent sector that can bring economic prosperity. Stakeholders, including government the general public, have major roles to

play in ensuring cultivation of maintenance culture. This would ensure that existing old forms are taken care of and new innovations and ideas of the current era which could not have been in existence when the project was created would be incorporated, while recording history which preserves our heritage. Hence all stakeholders involved should join the evolution of maintenance culture so we can build a better society for our children and generations unborn.

2.7 Time poverty

Most people stated lack of time to visit tourism sites in the questionnaire. This phenomenon I learned is called time poverty and is a term that describes the generalized sense that people do not have enough time to do what they want. Individuals are time poor if they work long hours and would fall into monetary poverty if they were to reduce their working hours. Thus being time poor results from the combination of two conditions. First, the individual does not have enough time for rest and leisure once all working hours are accounted for. Here Ghana is compared to America in order to compare a country with many vacation days to one that has relatively fewer vacation days.

According to research done by University of Michigan's Survey Research center prove that, "nearly one in five workers in Americans spend more than 50 hours per week at work. Research by Expedia research shows that Americans, with an average 12 vacation days per year, leave a total of 421 million vacation days unused. Nearly 1 in 3 of respondents to Expedia's 2005 survey reported that they did not take their vacation days" (Randal

travel marketing, 2008). Vacationing is not a culture common to Ghanaians therefore the issue of setting time aside once a year for leisure is not plausible. Though in Ghana the general length of time people work is nine to five with a few exceptions. The average number of holidays which when compared to other countries is quite large is illustrated in appendix 12. Hence the conclusion that Ghanaians have a false sense of time poverty which results from poor time management.

2.8 Contribution to literature

Researchers in Ghana have done a several analysis of the Ghanaian tourism industry. They have accessed the industry's potential and analyzed its contributions to development. The potential risks and downfalls it posses have also been discussed. This paper however adds to literature by analyzing the role of domestic tourism, since it has been identified as a tool for developing the tourism industry. The role of maintenance culture and time poverty is also explored. This research seeks insider view from respondents who have experienced these phenomena.

2.9 Conceptual Framework

Having reviewed several literature from tourism industry analysts, it has been established that tourism is major tool for development in this country. Mastering domestic tourism has been shown to be the key to promoting the tourism industry. Ghana as has a lot of tourism potential which has to be tapped in order to increase the contribution to economic development. Yet the country continues to fall behind other countries in the

sub Saharan region when it comes to tourism development indicators like tourist arrivals and receipts.

2.10 Conclusion

It is evident that Ghana equipped to develop the tourism industry to its full potential, yet it lacks the culture that allows such an industry to thrive. Considering host perceptions and incorporating them into tourism planning will involve them in the industry and improve their sentiments about it. Time poverty and poor maintenance culture not only stalls the development of the tourism industry, but disrupts every aspect of our development. It also reduces the quality of life of Ghanaians. Commitment to correcting this nationwide is recognized as a guarantee that the tourism industry can be improved to provide the best experience for tourists.

Chapter 3: Methodology

3.1 Introduction

Having reviewed the literature in the second chapter of this document it has been established that the views of the stakeholders of the tourism industry is very crucial in developing Ghana's tourism industry. This section discusses the use of methods of data collection for qualitative research analysis and states limitations. Qualitative research is defined as a study that seeks to exploring issues, understanding phenomena hence offering an understanding of sophisticated psychosocial issues, and are highly beneficial for answering humanistic 'why' and 'how' questions. This allows the researcher to gain an understanding of people's attitudes, morals, reservations, desires or culture.

Qualitative research tends to employ the use of focus groups, in-depth interviews, content analysis, ethnography, evaluation and semiotics. In its most basic form it involves the analysis of any unstructured data, including: open-ended survey responses, literature reviews, audio recordings, pictures and web pages. (QSR International Ltd, 2012) Qualitative research also tends to employ the use of data from interviews, documents and participant observation to study the phenomenon and understand the problem better in order to help generate the solution. This approach was also adopted because this research deals with analyzing behaviors, opinions and feelings that are hard to quantify. The methodology will focus on gathering data about people's knowledge perceptions and views about the industry. The key elements that affect stakeholder's views would be identified as well as their

opinions about the industry. That will enable more insight into the current state of the industry.

3.2 Data collection and Data collection tools

The methodology I adopted in collecting primary data for this thesis comprises of questionnaires, interviews and semi-structured discussions. The questionnaire, interview guide and discussion guide was developed for this research using various related literature that provided insight into what information was needed to be gathered in order to make the right inferences.

3.3 Approach

Participants were divided into two groups namely Ghanaians and non-Ghanaians to establish the level of international involvement in the tourism industry. The research was conducted on 20th and 27th January at the Accra mall and marina mall. These locations were chosen because they are two of the most popular places in Accra with a regular flow of both Ghanaian and foreign nationals from all walks of life. They are places of leisure therefore people there are not likely to be in a hurry; moreover they are easily accessible and familiar to the researcher. Interviews were also conducted at the Boti falls in the eastern region and Kakum national park in the central region to glean the views of people who lived within the vicinity of the tourist sites. The interviews were conducted at random times often switching from questionnaire to interviews when participants seemed reluctant to fill the questionnaire. A mobile phone was used to record the interviews after which notes that summarize the interviews were noted. The semi-structured discussions ensured that, there was information gathered from several

people at once. In Addition, the discussions were not limited to just the structured questions, relevant information which was realized during the discussions was asked.

3.4 Target population

This study is general in the sense that it needs all segments of the population to be represented in order to achieve its objectives. People of all income levels, educational backgrounds, and social status should be represented.

3.5 Sampling strategy

The sampling strategy used was random sampling. This preferred strategy was chosen because the study needed the views of people from all walks of life so that every category of people had an equal chance of being represented in the sample. Also the strategy was chosen for data collection since it saved time and utilized a user-oriented approach. A large sample size has a greater ability to reduce sampling errors hence in order to mitigate research errors, studying a larger sample size is more appropriate. However, studying a larger sample size can be time and money consuming. Hence, for this research, a sample size of 30 was selected for each location – thirty from marina mall, thirty from Accra mall and thirty from Boti falls. This sample size was chosen because time and financial constraints made it impossible to select a larger sample size than what was selected. The data collected would be collated in texts, tables and graphs to make it visual for easy understanding. The data gathered from these activities were analyzed using statistics and simple trend and correlation analysis, deductions from the

analysis were then used to assert or refute the initial hypothesis of the research.

3.6 Objectives

In summary the methodology of this thesis aims to:

- 1) Discuss the state of Ghana tourism industry while establishing that domestic tourism is important.
- 2) Access the extent to which stakeholders perceptions affect the industry.
- 3) Access the effectiveness of the industry now and how it can be improved.
- 4) Establish prove low interest levels especially for people in lower income levels.
- 5) Explore why people have low interest levels.

The findings of this study will help explore the relationship between stakeholder's perceptions, domestic tourism and a thriving tourism industry. Also the findings will be used to create a means of getting local people more involved in the tourism industry.

3.7 Limitations

Several limitations were encountered in this research. First, lack of documentation made it difficult for tourism site management to give exact figures on visitors. The sampling techniques adopted was in order for all segments of the population to be represented in the sample size yet only 30 people for each size is too small to diligently capture the different segments

of the population. Time and financial constraints however made it impossible to select a larger sample size. The survey at Kakum was suspended because my target market did not include the people at the park. The surrounding area is a bush and therefore not habitable or safe to explore in search of people. With the secondary data some of the data provided by the Ghana tourism authority and the Ghana statistical board was not consistent with that found on other international data providers like the World Bank.

3.8 Summary and Conclusion

This research is explorative and hence qualitative methodologies would be used for the research approach. It would make use of in-depth interviews of people who have visited the tourism sites in question and have knowledge of the industry. The data collected would be collated in texts, tables and graphs to make it easy for everyone to understand. Also, SPSS would be used to aid the analysis of the data. The findings stated in the chapter 5 would be used to make recommendations.

Chapter 4: Findings and Analysis

4.1 Introduction

In this chapter, the data obtained from the questionnaires, interviews and discussions conducted are outlined and discussed in relation to the various aspects of the research aim. An evaluation is conducted in this chapter by comparing the existing situation to the ideal that was identified in the literature search and conclusions drawn. The chapter summarizes the current condition of the tourism industry as was gathered from the primary and secondary sources, as well as how it can be enhanced to meet future systems and demands.

4.2 Questionnaire

The study found out that there were significant differences in the expectations of domestic tourist and international tourist. The questionnaire shown in appendix 12 showed that out of sixty people interviewed at both the marina and the Accra mall 55% were foreigners and 45% were Ghanaians. Surprisingly with the foreigners 60% had visited either one or both of the sites in question. All of them were satisfied with the experience but most did not think it exciting enough to revisit. The Ghanaians however as shown in figure 2 below had 46% who had visited one, 33% who had visited both sites and 21% who had visited either one.

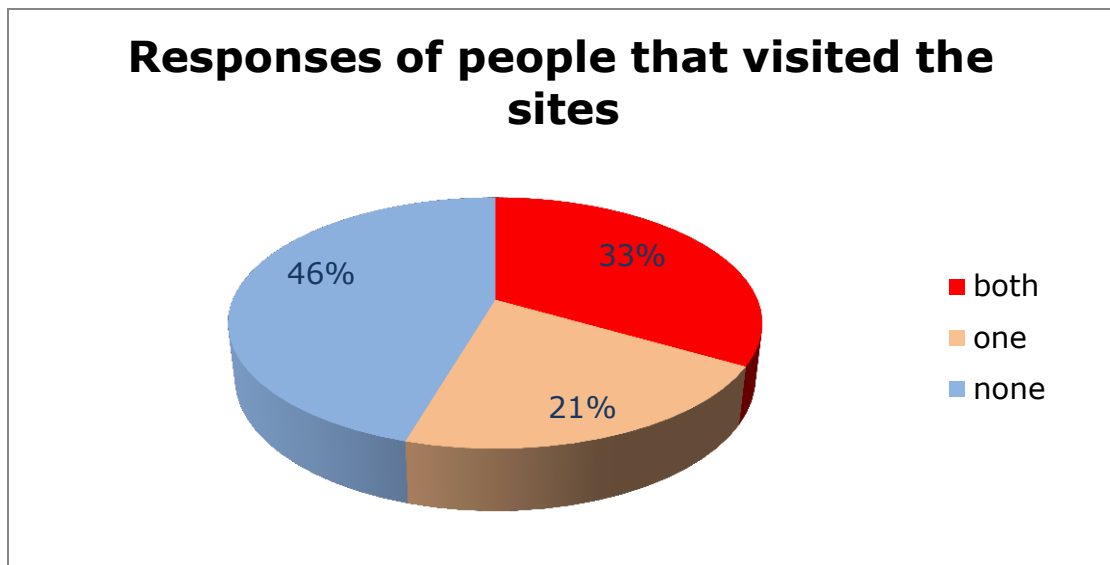


Figure 2

Of the 15 people who had visited neither site 13% were white collar workers 20% were blue collar, none were laborers, 27% were unemployed and 40% were students. This is shown in figure 3 below.

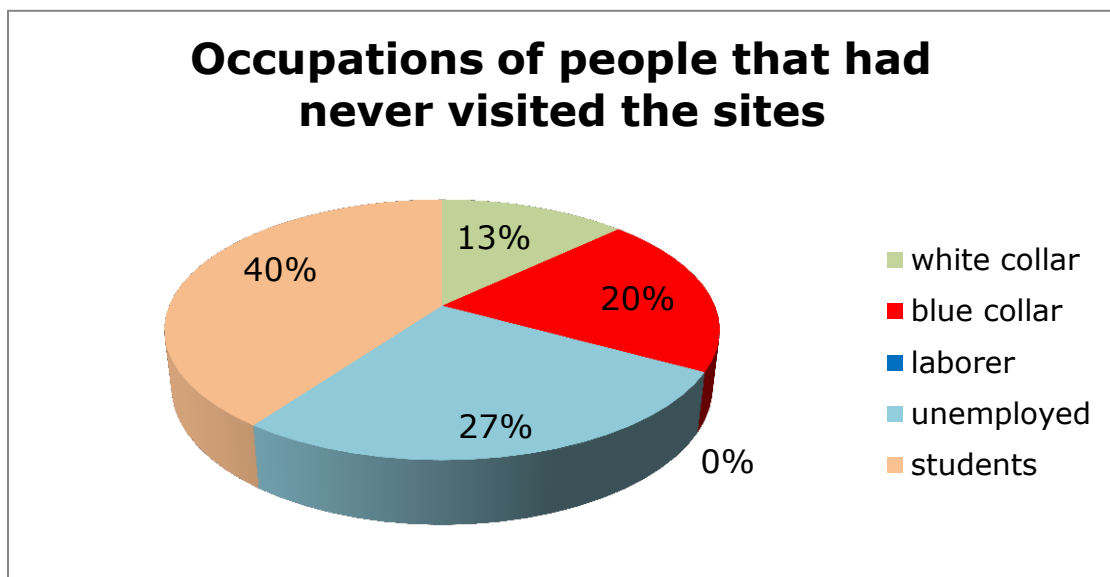


Figure 3

The reasons for never visiting any of the sites ranged from lack of interest or being busy that is not having enough time. Surprisingly all the students stated this reason. For those that had visited the tourists sites which was a total of nineteen people. The responses as shown in figure 4 below showed that 5% were very satisfied, 21% were satisfied, 48% were displeased with the experience for various. Some stated the experience was overrated while others complained of the state of available amenities and even the tour itself. Sadly, 26% of the people all of whom went to Kakum did not trust the structure and were scared the canopy walk would collapse and they would get injured.

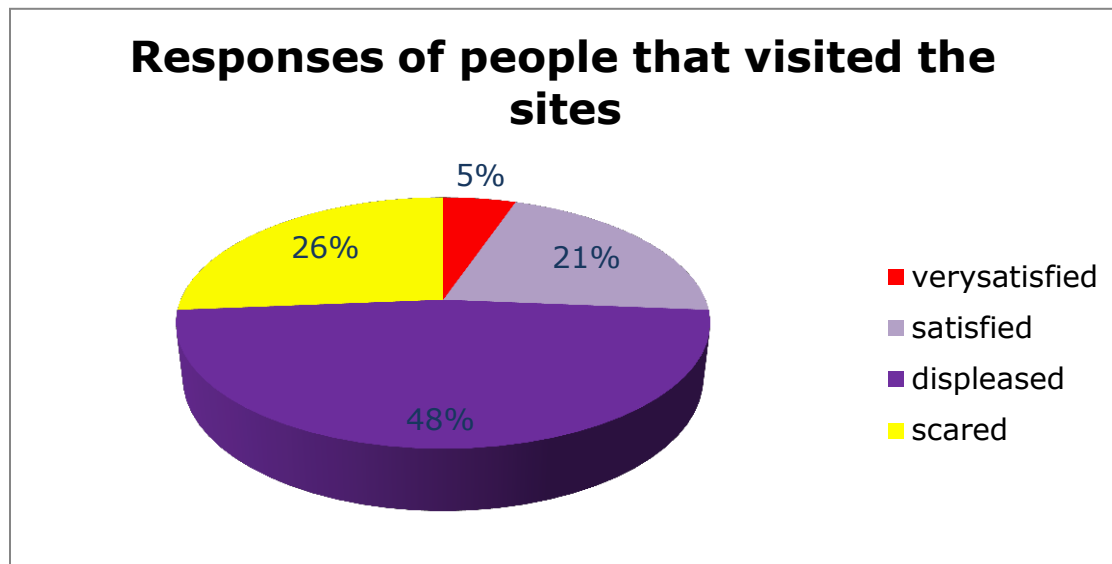


Figure 4

4.3 Discussion

In total four discussions were held at random times. The first discussion took place in a randomly selected hostel room with five participants. The second and third took place in the lecture halls of Ashesi

University College campus. The fourth discussion of eighteen people took place at the Kakum national park. Similar views were shared at each meeting. The participants expressed displeasure in the state of the tourist sites. Most who had visited the sites when they were young stated that the sites were in better shape in those days. The role of the government in maintaining these sites was discussed and it was a general consensus that, the government and other stakeholders needed to put more effort to protecting the sites which is our heritage.

Chapter 5: Conclusions and recommendations

1.1 Introduction

This chapter highlights the key issues of the research study which contribute to the development of domestic tourism in Ghana. In addition, appropriate recommendations for the key problems identified are outlined for the use of the sector.

1.2 Improving maintenance culture

The first issue is the lack of maintenance culture which is evident in the state of most government owned assets. Improving maintenance culture is crucial to developing the tourism industry and the nation as a whole. By implementing the core task model and ensuring that every organization applies this policy and practices it this culture can be acquired. First each organization has to have a strategy that includes management policy, vision and accountability. Assets should be specified and documented regularly. There should also be ability to provide equipment for maintenance activities in order to record asset condition (Oedewald & Reiman, 2002). All this will encourage Maintenance culture since it encourages good management practices.

1.3 Time management

The only way to cure a false sense of time poverty is to educate people on the economic use of time. Time management should be taught in schools, churches, community centers and work places to help Ghanaians manage their time properly. Below is Covey's time management quadrant that can help with organizing a schedule.



Figure 5 (Covey, 1999)

Covey's time management model is based on the assumption that we should manage time around what is important, not what is urgent and that this should be carried out and planned across the different aspects of our lives (Covey, 1999). This model encourages prioritizing and promotes efficient organization and execution of tasks. It will help people learn the practice of organizing schedules and organize their time properly.

1.4 Android applications like four square

The use of social media is the most prevalent use of the internet by Ghanaians. According to the Ghana statistical board, 64% of Ghanaians use social media. Therefore the use of social media should be incorporated into the website of Ghana tourism authority as a means of informing the general

about tourism in Ghana e.g. four square for blackberry. Below is figure 6 which shows the interface of the four square application.



Figure 6 (Tech News Staff, 2013)

This is an application for black berry that allows users to search for places to visit. All users have to do is tap the search bar and input search words such as "pizza", "Chinese", or "margaritas" or look through categories such as coffee, food, and nightlife in their vicinity or in a selected area. Also the application allows users to post views about their experiences on social media pages hence making recommendations to their friends. Developing such an application will enable the tourism industry connect directly to general public. This will not only help the Ghana tourism authority promote tourism but also enable them monitor the restaurants, hotels that user visit to check quality standards.

5.5 Conclusion

After extensive evaluations of the tourism industry in Ghana it is recognized that the nation has a lot of tourism potential. Yet that potential is wasted if it is not developed. Domestic tourism is established as one of the keys to developing the tourism industry to its full potential. It is also discovered that the lack of good maintenance culture and a false sense of time poverty contribute to the poor patronage of tourism by Ghanaians. Hence recommendations were made to policy makers and stakeholders to help promote maintenance culture and teach time management.

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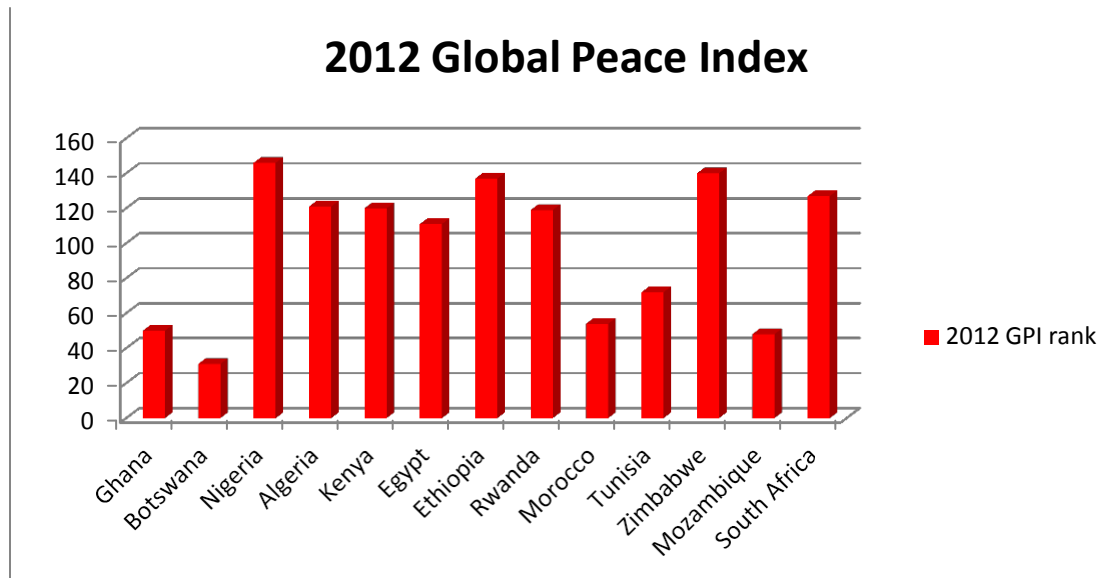
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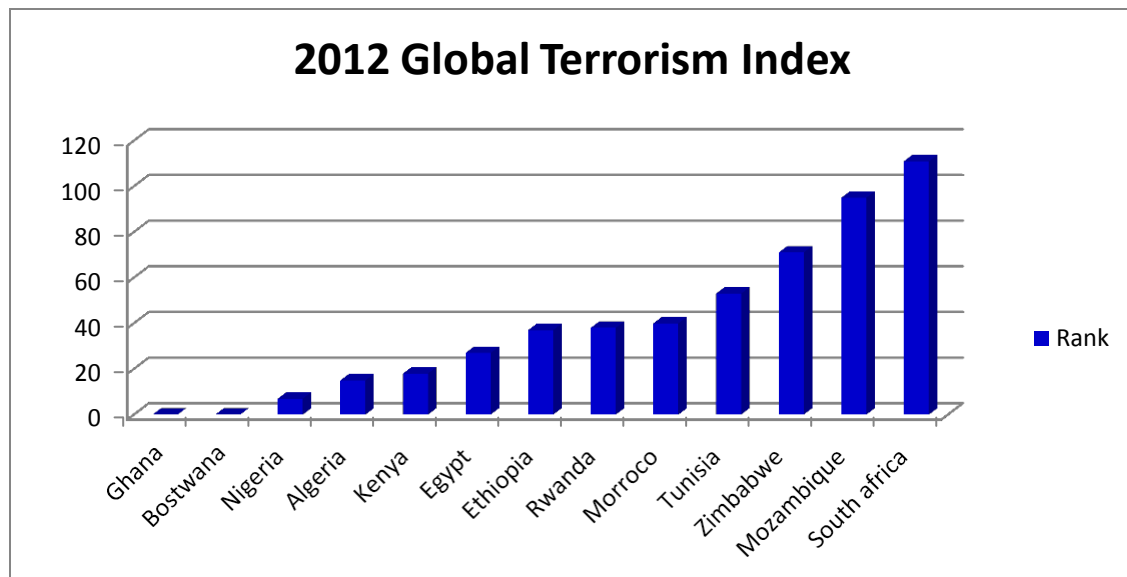
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Appendices

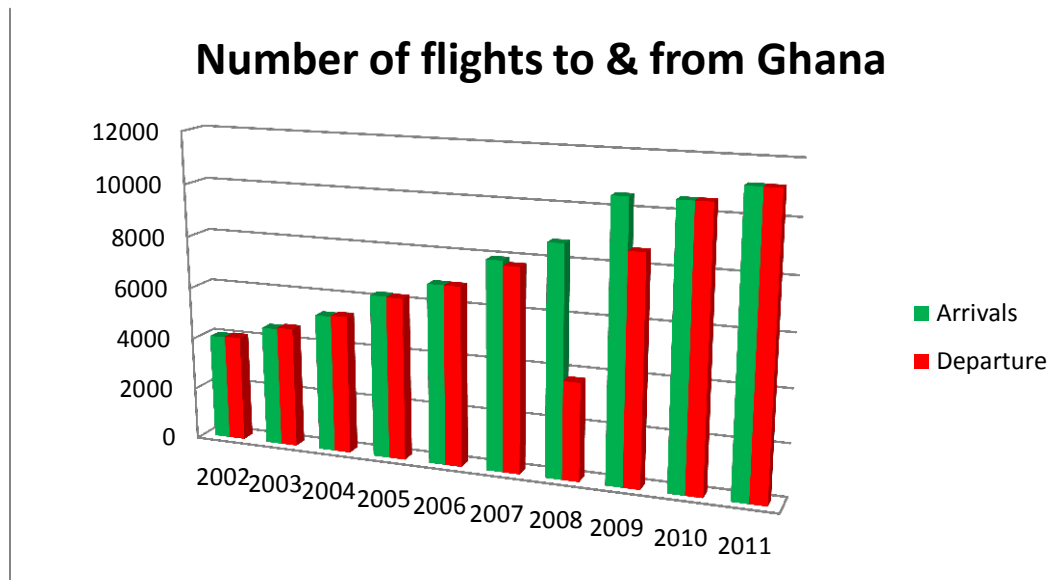
Appendix 1: The Peace index showing the peace index rank of some countries (Institute For Economics and Peace , 2013).



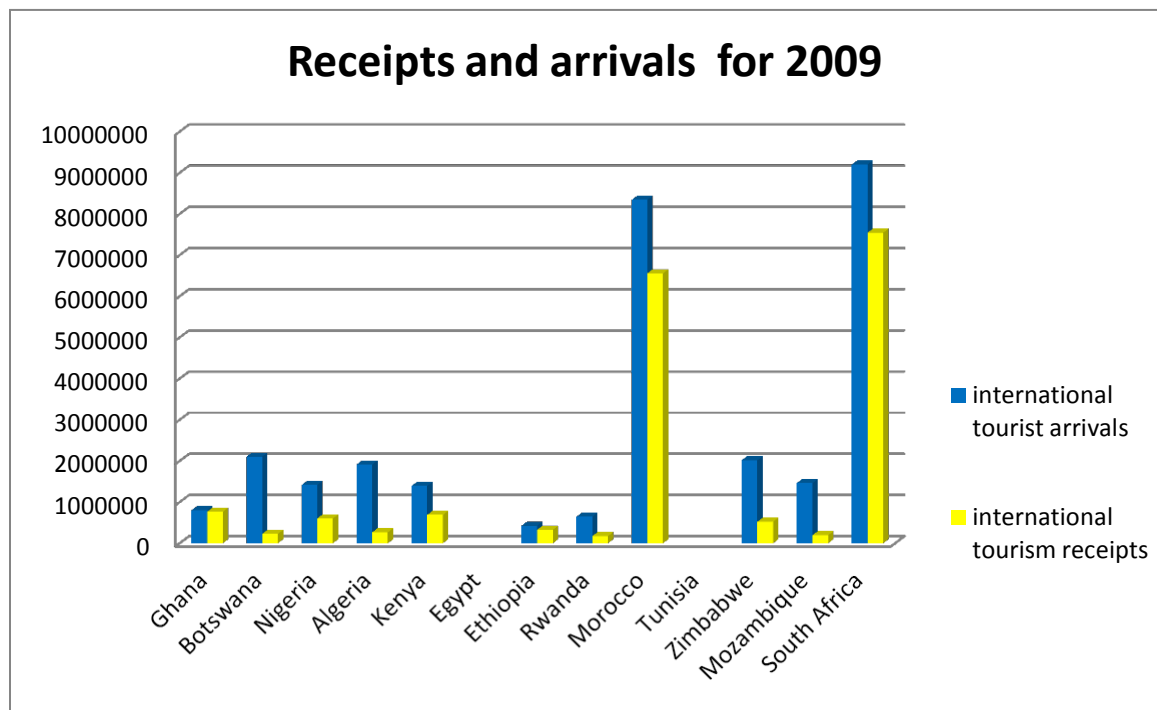
Appendix 2: The Terrorism index showing the terrorism index rank of some countries (Institute for economics and peace, 2012).



Appendix 3: Graph showing the number of flights to and from Ghana
(Ghana Airports Company Limited, 2007).



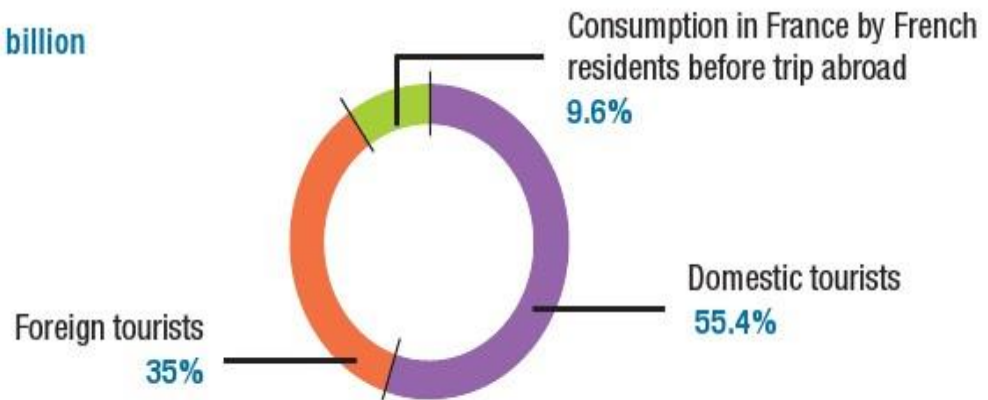
Appendix 4: Graph showing the arrivals and receipts for Ghana in 2009
(UNTWO, 2012).



Appendix 5: graph showing the domestic tourism in France (Republic of France, 2006).

Tourism consumption in France

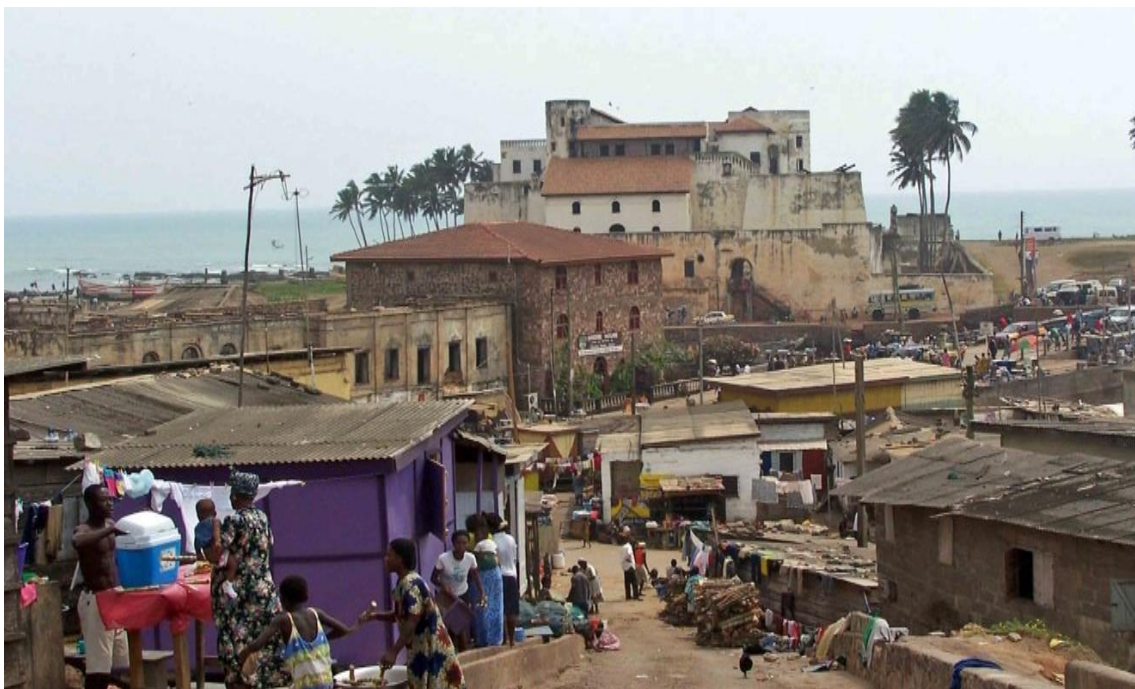
EUR 112.2 billion



source: Tourism accounts (Tourism Directorate)

Share of tourism consumption in GDP

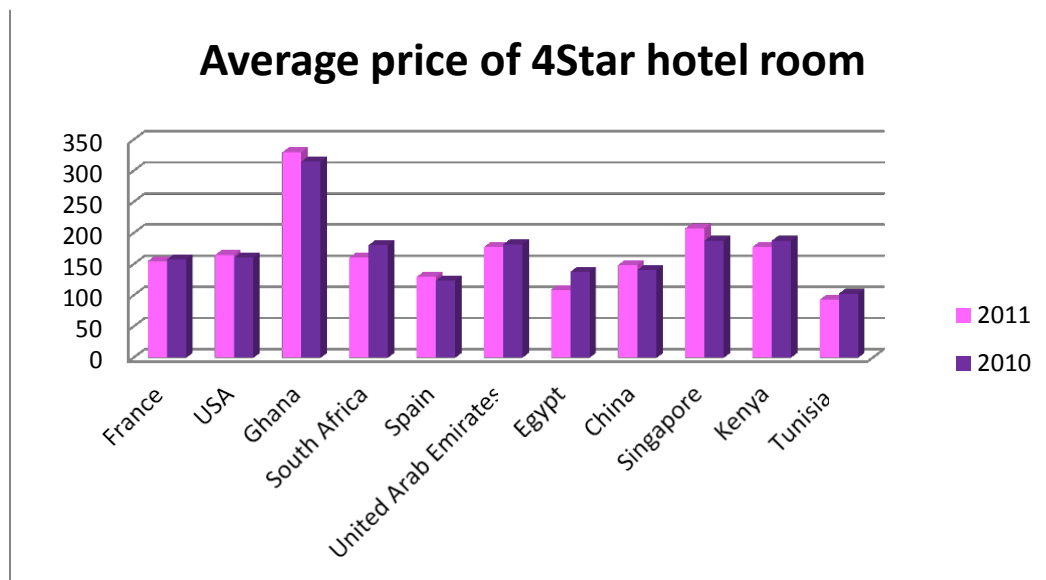
Appendix 6a: Pictures of area surrounding the Elmina castle (World news Network, 2011).



Appendix 6b: Pictures of the area surrounding the Elmina castle
(World news Network, 2011).



Appendix 7: The average price of a 4Star hotel room in some countries (Roche, 2012).



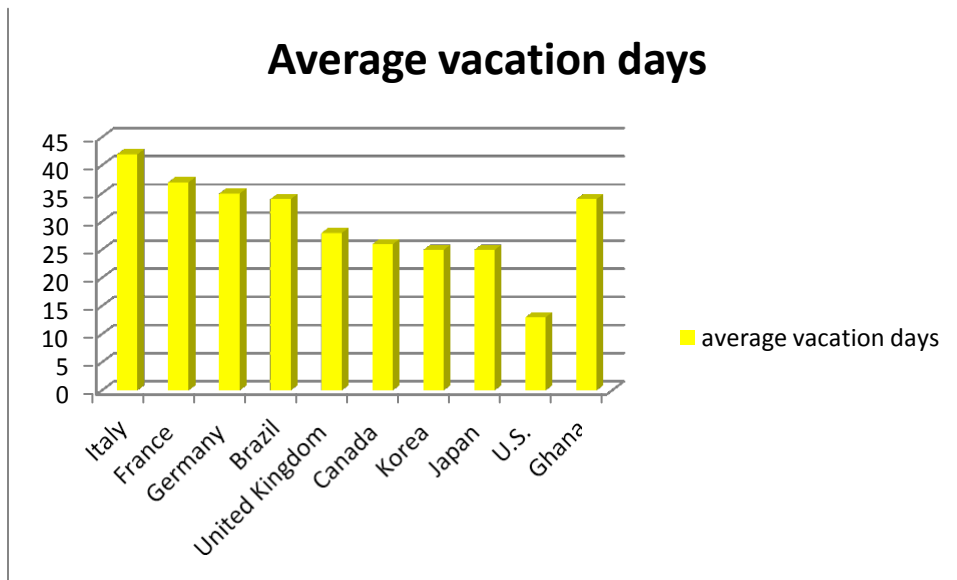
Appendix 8: Sign at Elmina castle prohibiting Ghanaians from entering the premises (Bruner, 1996).



Appendix 9: Picture showing the Nzulenzu village (Ghana tourism Authority, 2009).



Appendix 10: Average no of vacation days for some countries (The World Bank, 2013).



Appendix 11: The questionnaire/ interview guide



Questionnaire for tourism study

This questionnaire is being used for research purposes only. It intended to help the researcher learn more about the views of randomly selected people about the tourism industry in Ghana. For respondents who cannot speak and or write in English, the interviewer will take time to explain it in a relevant local dialect. It is in fulfillment of thesis project and your participation is highly appreciated

1. Have you ever visited either Boti falls/ Kakum national park? ☐Yes ☐ No
if yes

a. Are you Ghanaian? ☐ Yes ☐ No

If yes continue

- b. What is your occupation? ☐student ☐white collar ☐blue collar ☐the arts
c. What was your main reason for visiting the place? ☐Yes ☐No
d. How satisfied were you about your visited? ☐ very satisfied
☐satisfactory ☐displeased
e. If not why were you not satisfied with the place?
f. Would you revisit the place? ☐ Yes ☐ No

If no

2. Why have you never visited any tourist site.....
3. Would you recommend either site to anyone ☐ Yes ☐ No

Appendix 12: Semi structured discussion guide

What do you define as tourism?

What are your views about tourism in Ghana?

Who do you define as stakeholders in the Ghanaian tourism

industry? What are the roles of the different stakeholders in the tourism industry?